





Mary B. Mazanec Director

Director's Preface

and trust. The Service has actively participated in proved invaluable to Congress, earning its respect and timely. During its first century of service, CRS process, comprehensive and reliable legislative Congress expanded LRS's role, renamed it the occurred since its creation. virtually every major legislative debate that has confidential, objective, nonpartisan, authoritative, to Congress, at every stage of the legislative CRS the critically important mission of providing Congressional Research Service (CRS), and assigned Legislative Reference Service (LRS). In the 1970s, research, analysis and information services that are inform the legislative process and created the ore than a century ago, the U.S. Congress recognized the need for an impartial research bureau to help

The story of CRS is, in many ways, the story of the thousands of individuals who have worked for the Service over the years. CRS's success is a testament to the diligence and dedication of its professional staff. Whether interacting directly with Members of Congress and their staff or working behind the scenes in support of operations, CRS staff members are responsible for the Service's distinguished reputation.

As CRS begins its second century of service to Congress, it is critical to systematically examine the organization and identify the steps needed to ensure that it will be well positioned to meet the

diverse needs of its congressional clients. Although CRS's mission remains the same, its clients and the environment in which it works are rapidly evolving. As information flows with ever-increasing speed, the Service will work tirelessly for Congress to distill new knowledge and advance creative insights. CRS must adapt to the challenges of change and identify opportunities to optimize its service to Congress.

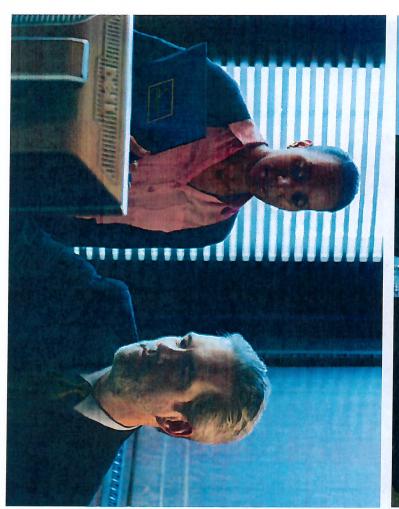
This strategic plan charts the way ahead for CRS in the years 2016-2020. The plan is a living document, intended to enable the Service to expeditiously and effectively meet the information and research needs of a 21st-century Congress as it tackles the nation's most pressing issues. By combining the intellectual agility of its workforce with the use of dynamic technologies, the CRS of the future will provide research and analysis of unsurpassed quality and utility to Congress.

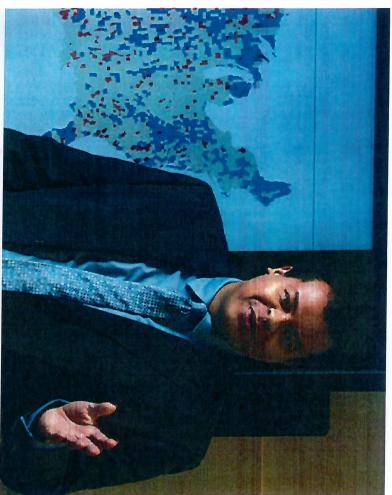
The content of the strategic plan is based on discussions held in multiple venues with managers, staff and congressional clients. The plan clearly outlines priorities, goals, objectives and action items that will enable the Service to fulfill its mission in the future. Implementation of this plan requires leadership and a commitment to change at all levels of the Service. As we collectively embark on this journey, we must work together to ensure the continued relevance and success of CRS in meeting the needs of Congress.



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MISSION

legislative research, analysis and information services that are confidential, objective, nonpartisan, To provide to Congress, throughout the legislative process, comprehensive and reliable authoritative and timely, thereby contributing to an informed national legislature,

VISION

CRS is a trusted, respected, prime source for Congress for expert and authoritative information and analysis on critical issues facing the nation.

CORE VALUES

Confidentiality * Objectivity * Nonpartisan * Authoritativeness * Timeliness

TO BE THEIR OWN GOVERNOURS KNOWLEDGE WILL FOREVER AND A PEOPLE WHO MEAN WHICH KNOWLEDGE GIVES MUST ARM THEMSELVES GOVERN IGNORANCE: WITH THE POWER

James Madison



Introduction

he Legislative Reference Service, the predecessor of today's Congressional Research Service (CRS), was created and placed in the Library of Congress in 1914 in the belief that effective representative democracy in a complicated world must be based on objective, nonpartisan knowledge. In 1970, Congress expanded CRS's role, making clear that the Service is to support Members in all aspects of their work: legislative, oversight and representational. Succinctly stated, CRS's mission is to provide comprehensive research and analysis to Congress on all relevant policy issues throughout the legislative process.

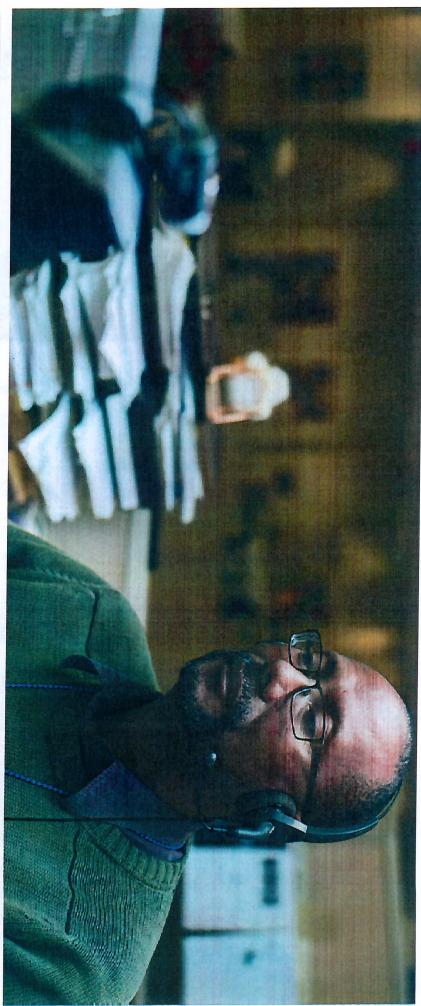
The work of the Service is defined by CRS's core values: confidentiality, objectivity, nonpartisanship, authoritativeness and timeliness. By conducting its research and analysis without advocacy or agenda, CRS provides a unique service to all Members

of Congress and congressional committees in their constitutional roles of enacting legislation, overseeing the implementation of those laws and serving their constituents. Over the course of its history, CRS has been highly effective in providing the highest level of independent scholarship on policy and procedural issues while ensuring that its work is free from advocacy or bias. As a result, Congress has come to trust and respect the work of the Service.

In its second century of service to Congress, CRS's work is more important than ever. The period ahead is not without significant challenges, however, and the Service must readily evolve and adapt to changing circumstances to support a 21st-century Congress. Therefore, the purpose of this document is to examine the challenges ahead and lay out a strategic road map for moving forward.



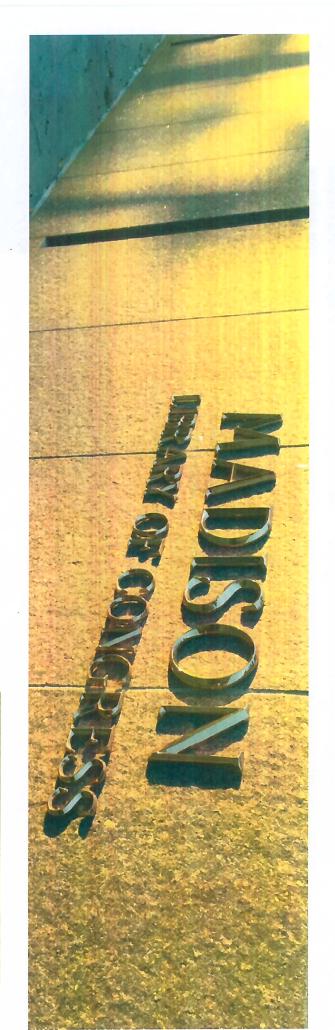




Methodology

more than a year of discussions with CRS managers and staff, as well as Members of Congress and congressional staff. These conversations covered many key areas for CRS with respect to both research/analysis and operations, including research planning and priorities, the product line, workforce planning, resource allocation, and budget planning and

execution. The conversations were held in various venues: all-staff meetings, "brown bag" informal lunch discussions, weekly senior management Research Policy Council meetings, monthly middle management meetings, advisory committee meetings and work groups, the Director's open office hours, and individual meetings with Members and congressional staff.



FUTURE DIRECTIONS

CRS was created by Congress, and it exists to serve Congress. The Service must meet its critical statutory responsibility (2 U.S.C. §166) to advise and assist committees and Members in the analysis and evaluation of legislative proposals. With the dawn of its second century, CRS is entering a period of significant challenge and change. Its client, Congress, is also responding to numerous drivers of change. To remain relevant, the Service must continue to add value to congressional debate and deliberation. CRS must ensure that Members continue to see it as a trusted, reliable and primary source of information and analysis, as well as a means to obtain invaluable consultative expertise, that enables Congress to meet its constitutional responsibilities effectively and expeditiously.

To best position the Service for the future, targeted priorities have been identified and are listed on the following page. The context for establishing these priorities is provided in the "Strategic Goals" section of this document. Specific objectives to achieve these priorities are identified alongside the goals. Achievement of these priorities as a whole will enable the Service to move forward and fulfill its mission for years to come. The priorities are interrelated, as the accomplishment of one is often dependent on addressing others. As such, the priorities listed are not sequential; instead, they are best viewed as constituent elements, each of which is critical to ensuring the ongoing success of CRS's mission.

The Service's preeminent priority is to provide Congress with the insightful, innovative, multidisciplinary research support it needs to conduct the nation's business. To do that, CRS must nurture its distinctive partnership with Congress so as to remain a trusted, reliable source for timely and objective information and analysis. It must provide state-of-the-art analysis and research to support client needs while adhering to its core values. To ensure robust service, CRS's workforce must collectively possess the skills and expertise to efficiently and effectively respond to a diverse Congress. Therefore, another top priority for the Service is to recruit and retain the most highly skilled, motivated and dedicated staff possible. The importance of sustaining a dedicated professional workforce cannot be overstated.

Current resource constraints require prudent management. CRS must judiciously execute its budget by identifying and implementing creative approaches to maximize client service while increasing operational efficiencies. Strategic adoption of new technology, analytical tools, and methods may offer both improved efficiencies and novel approaches for presenting information and research in a time-saving format for clients. It therefore represents another high priority for the Service.



PRIORITIES

Provide insightful, innovative, multidisciplinary research and analysis to Congress.

- ▶ Deepen the Service's relationship with Congress to better inform the legislative process and fulfill the CRS mission.
- Ensure that the immediate needs of Congress are met while continuing to produce forward-looking, anticipatory analyses.
- Continue to provide a variety of high-quality products and services tailored to meet the diverse needs of Congress.
- Leverage technology to create and present information, research and analysis in various innovative formats to meet client needs.

Recruit and retain a professional workforce with the necessary skills and expertise to provide comprehensive research and analysis to Congress.

- Foster a work culture based on integrity, collaboration, cooperation, mutual respect and trust.
- Provide professional development opportunities to ensure currency of skills and expertise among CRS staff.
- Recognize and reward staff achievement of extraordinary service to CRS and Congress.

Identify and implement strategies to increase efficiencies and maximize service to Congress.

- ▶ Identify organizational structures and workflow alignments that maximize staff skills and expertise and achieve efficiencies in resource allocation.
- Explore creative collaborations with other components of the Library and leverage the Library's unparalleled collections and resources.

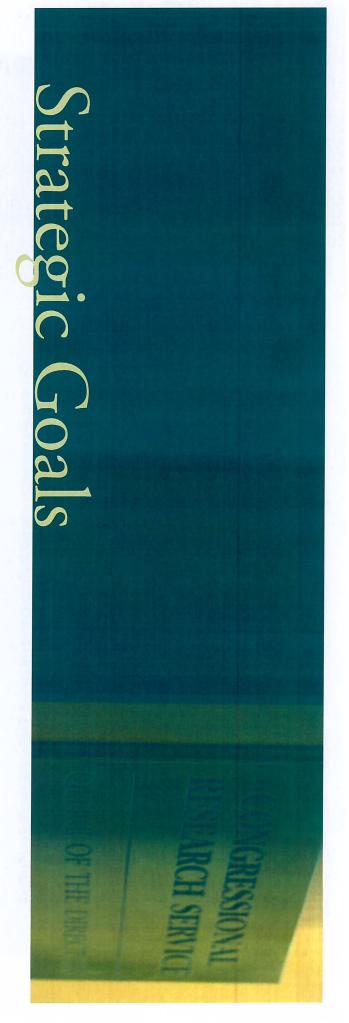












To operationalize CRS's priorities, this document identifies three strategic goals:

- Serve a diverse clientele with a wide spectrum of informational, research and analytical needs authoritativeness and timeliness. while maintaining adherence to core values of confidentiality, objectivity, nonpartisanship,
- Sustain a professional workforce with the skills and expertise necessary to serve a contemporary Congress.
- Creatively and proactively manage resources to effectively and efficiently ensure that CRS successfully fulfills its statutory mission.

embrace new opportunities that arise throughout the process resource utilization. All three elements are interconnected and critical to realizing CRS's mission. The goals are focused on key components of the Service: the research enterprise, the workforce and Implementing these goals will enable CRS to identify challenges facing the Service, resolve them, and

enable the Service to continue providing the information and analysis that congressional clients require. which Congress operates. Taken collectively, the goals and objectives are designed to enhance flexibilities that operations. The Service must position itself to adjust rapidly to changing demands and new opportunities, to respond more effectively and efficiently, and to quickly adapt to the fast-moving information environment in The Service's continued ability to meet Congress's needs requires increased flexibility in all aspects of CRS

Goal 1

Serve a diverse clientele with a wide spectrum of informational, authoritativeness and timeliness. research and analytical needs while maintaining adherence to core values of confidentiality, objectivity, nonpartisanship,

emerging legislative issues. process. The Service must anticipate congressional needs by identifying, framing and evaluating the full spectrum of its services and about the ways CRS can assist them throughout the legislative an indispensable, objective resource for Congress. It must continually strive to inform clients about working relationship with Members and congressional staff. The Service must ensure that it remains CRS's continued relevance and success depend on maintaining and building upon its trusted, close

those new to Capitol Hill. diversify its product line and to present information in a manner that is useful for all clients, including present its work in formats that clients find most helpful. The Service has taken steps to expand and Moreover, CRS must serve all congressional clients, from new staffers to seasoned legislators, and

collaboration, cooperation and integration of all relevant disciplines in its analysis of critical issues all key aspects of an issue. facing the nation. In fact, one of CRS's comparative advantages is its ability to provide cross-cutting CRS must also synthesize information from a variety of sources. The Service's work should reflect congressional clients are likely to find integrated products more useful than those that do not address research and analysis that evaluate the broad implications of legislative issues. Time-pressed

staff will seek information and research on pressing issues elsewhere. Website and mobile application and directly. To address these challenges, CRS must continue to explore new delivery mechanisms and trends have accustomed clients to a personalized experience and the ability to reach people quickly remain relevant. If the Service is not available when Congress requires its assistance, congressional In today's fast-paced, technology-driven environment, CRS services must be timely and accessible to



capital and institutional knowledge are the backbone of all CRS services and products. shorter formats that clients increasingly use to access tailored information and interact with experts At the same time, CRS must retain the capacity to provide complex, analytical research. Intellectual

consultation, written products, or other services should influence the allocation of time and and execution, perhaps at the cost of time available for writing new products. Client needs for authoritative information and explanation of legislative action) should drive its development. services to congressional clients. Consultative work requires investment in both preparation Another important comparative advantage of the Service is the provision of direct consultative resources. How a product or service supports the client (such as analysis of policy or legal options,

Service must identify and efficiently leverage new and existing technology to enhance its operations, to grow and adapt to future innovation smoothly. use of new technologies may boost productivity and efficiency. A solid IT foundation will enable CRS Service to gather, analyze, store and present information in innovative and illustrative ways. Effective example, in an era of increasingly large and complex databases, use of technology will enable the exponential growth of technology has presented both opportunities and challenges for CRS. For research capabilities, and the communication of its products and services to Congress. The Technology is another critical component of the CRS research enterprise. Moving forward, the

congressional adoption of new technology mandates that CRS act in concert to remain relevant, the and the benefits provided to its clients. CRS must continue to leverage the Library's Office of the Service must invest wisely in innovations, carefully balancing the costs associated with such changes However, technology is constantly advancing, and new technology is often expensive. Although to efficiently and effectively identify and introduce new technology into its research enterprise. Chief Information Officer to the maximum extent possible. It also must collaborate with the Library

endeavor. Research materials constitute a significant non-personnel item in the CRS budget. It is inform the Service's work for Congress. fiscally prudent for CRS to collaborate with the Library to identify and acquire authoritative sources Access to authoritative information and data is another crucial component of a successful research In addition, to the extent practicable, CRS should leverage the Library's expertise and collections to

GOAL 1

Objective 1

Build upon and enhance working relationships with Members, committees and staff.

committees and staff to inform them about CRS services and products and to gather insight into their needs. Action Item 1.1.1 – Update and implement a comprehensive, coordinated outreach and education plan for Members,

Action Item 1.1.2 – Facilitate increased client outreach and engagement at both the Service-wide and individual

Congress, including continual development of presentation and writing skills. Action Item 1.1.3 – Create and implement a Service-wide training and evaluation program for engaging with

clients with surveys and other tools. Action Item 1.1.4 – Measure engagement, assess the impact of recent accomplishments, and gather feedback from

Objective 2

Enhance informational and analytical products and services to meet the needs of a diverse clientele.

the requirements to meet Congress's immediate needs and to conduct forward-looking, anticipatory analysis. Action Item 1.2.1 – Ensure a robust research planning process, prior to each new session of Congress, that balances

interdisciplinary approach to legislative issues of increasing complexity. Action Item 1.2.2 - Create a strategy and process to ensure that the content of CRS products reflects an

such as infographics and interactive maps. Action Item 1.2.3 - Design and develop new products that deliver information and analysis in innovative formats,

and authoritative information resources. more dynamic issue pages that feature the full panoply of CRS products, including consultative services, programs Action Item 1.2.4 - Refine and improve the browsing experience on CRS.gov by replacing static topical pages with

flexibility to personalize the website around users' interests. Action Item 1.2.5 – Create a new taxonomy for all CRS web products to improve search results and enhance the

to enhance client interaction in an on-demand, real-time basis. Action Item 1.2.6 – Explore video conferencing, web-based instant messaging, webinars and other innovative ways

offerings to optimize client access. Action Item 1.2.7 - Deploy online courses (for example, intern orientation) and expand digital educational

assets to preserve irreplaceable knowledge and institutional memory. Action Item 1.2.8 - Implement a plan to capture and manage CRS records and information as congressional

Objective 3

Optimize research capabilities and client communication through the strategic use of technology.

IT foundation for future growth in coordination with the Library's IT strategic planning Action Item 1.3.1 – Review legacy technology and explore new technology to ensure that CRS has the necessary

consultations from both CRS "Smart Rooms" and individual workstations ways to deliver written products and leveraging video-conferencing technology to enable more virtual client Action Item 1.3.2 - Improve communication with Congress through technology, including exploring enhanced

Objective 3 continued

Optimize research capabilities and client communication through the strategic use of technology.

authoring and publishing platform. Action Item 1.3.3 - Complete preparations for the selection and initial implementation of the next-generation

that would encompass document storage, retrieval, publication and training. Action Item 1.3.4 - Explore and identify the requirements of a new document management and retrieval system

observations and recommendations made by the Government Accountability Office in the recent congressionally mandated study of the Library's IT systems and services. Action Item 1.3.5 – Work with the Library's Chief Information Officer to examine and, as appropriate, address

is kept up to date, with a preference for easily upgradable and adaptable hardware and software at a reasonable cost Action Item 1.3.6 - Ensure that CRS's IT in frastructure-including work stations and Service-wide systems-including systems-inclu

Action Item 1.3.7 - Explore and implement ways to increase security around CRS systems.

customized alerts on issues of interest. such as new statistical and graphical software applications, as well as tools that can deliver aggregated, filtered and Action Item 1.3.8 – Test and implement research and information tools to facilitate timely research and analysis,

Action Item 1.3.9 – Explore and identify digital technologies to enable project scheduling, tracking and management.

Objective 4

Develop and strengthen collaborative relationships with the Library to leverage collections and resources in support of Congress and to maximize cost-effectiveness and efficiency.

authoring and publishing system. Action Item 1.4.1 - Collaborate with other Library components to explore development of the next-generation

functionality and use of Congress.gov. Action Item 1.4.2 – In accordance with client needs, collaborate with the Library to fully develop and optimize the

to information cited in CRS and Library products. Action Item 1.4.3 – With other Library service units, investigate and implement ways to ensure permanent access

policy statements to identify and acquire authoritative sources and material to support legislative analysis. Action Item 1.4.4 - Deploy CRS information professionals to work with Library staff in updating the collections'

the best price and to leverage the potential access to new materials under the Library's legal e-deposit program. Action Item 1.4.5 – Continue to work with Library staff in negotiating with vendors for critical information resources at

and delivering information to Congress Action Item 1.4.6 – Develop a strategy to leverage the Library's expertise and collections for facilitating research

Hosting Environment to respond to congressional requests for Geospatial Information System products and services. Action Item 1.4.7 - With other Library service units, continue to develop and implement the Library's Geospatial

for supporting the work of Congress. Action Item 1.4.8 – Continue to engage in the Library-wide effort to digitize resources and collections critical

Goal 2

Sustain a professional workforce with the skills and expertise necessary to serve the contemporary Congress.

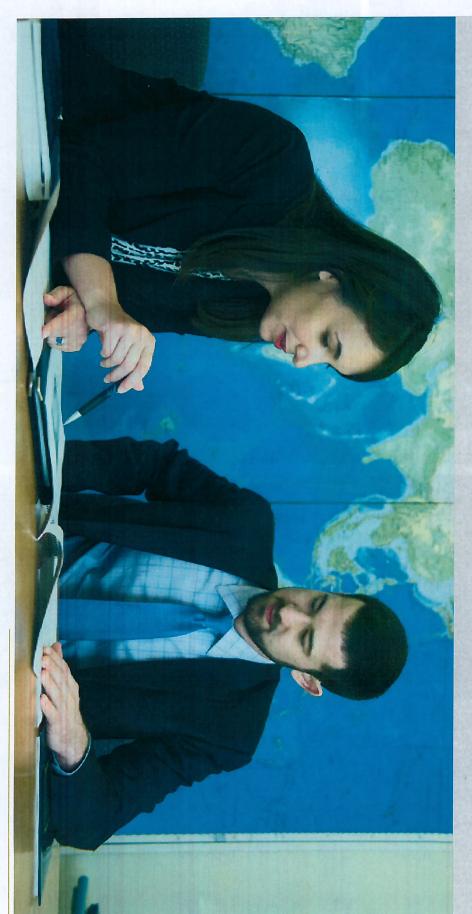
and budget constraints. adoption of new technologies, a diverse and growing product line, a multi-generational workforce, current and future workforce requirements, including comprehensive research expectations, Every staff member is an important part of CRS's mission to serve Congress. Many factors influence The strength and success of CRS derive from the Service's dedicated and highly skilled workforce.

strengthen supervisory and leadership competencies. In addition, management must enhance capacity and talent in understaffed and critical areas of expertise. The Service must also workforce strategies that align skills and expertise to best meet client demands while growing Given these factors, CRS needs to ensure that it is taking the appropriate steps to implement policies, best practices and other matters pertaining to the Service's mission. communications with its staff on numerous fronts, including the establishment of priorities,

development throughout the career life cycle, and internal and external communications. performance evaluation, staff recognition and promotion, knowledge transfer and professional following areas: staffing options and flexibilities, integration and allocation of staff resources, staff strategic planning. Specifically, the Service needs to examine how to become more effective in the A recent examination of the CRS workforce helped to highlight important areas of focus for

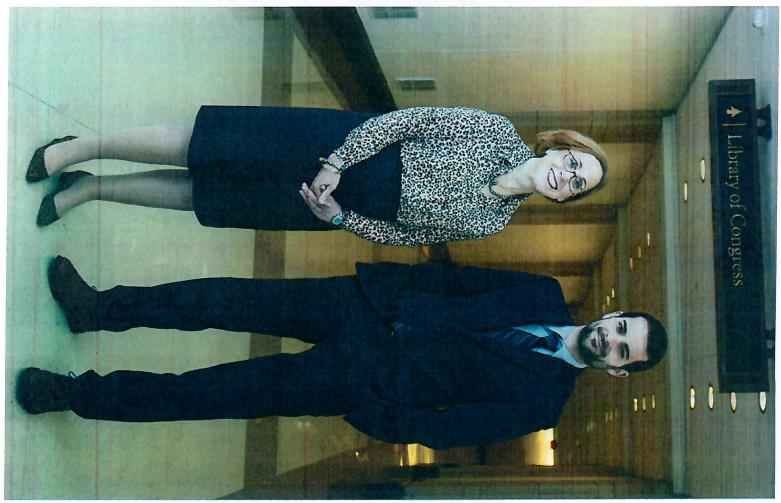
and support. workforce. The Service will continue to pursue opportunities to ensure staff engagement Additionally, CRS recognizes the importance and inherent strengths of a diverse and inclusive

CRS is positioned to sustain its high-quality workforce. a supplemental writing program for new research staff; and delivering customized leadershipas the research assistant and digital librarian positions; integrating social media into the CRS new areas of specialization to maximize resource allocation and grow research services, such these accomplishments are steps in the right direction, more needs to be done to ensure that development courses to strengthen critical competencies for effective supervision. Although recruitment strategy to remain competitive in attracting top talent among job seekers; launching Recent actions taken to address current and future workforce requirements include establishing









GOAL 2

Objective 1

Develop a multipronged succession strategy to build bench strength in critical areas of expertise and grow staff capacity and talent.

Action Item 2.1.1 – Design and implement a workforce plan to address areas of vulnerability relative to succession target occupations

Action Item 2.1.2 - Expand professional opportunities to grow expertise, gain new experiences and develop skills.

and future supervision and management. Action Item 2.1.3 – Deliver competency-driven leadership courses to enhance and build capabilities for existing

and development and facilitate robust knowledge transfer. Action Item 2.1.4 - Strengthen and expand the CRS mentoring program to broaden the reach of staff support

Objective 2

Establish a performance culture that aligns with CRS work requirements and affords meaningful staff recognition.

Action Item 2.2.1 - Update position descriptions to more accurately reflect work requirements

and promotion eligibility for all staff. Action Item 2.2.2 - Identify opportunities to strengthen standards and processes used to evaluate performance

performance and promotion. Action Item 2.2.3 - Implement regular management training to facilitate consistent and equitable staff

Action Item 2.2.4 – Identify and implement meaningful staff recognition options.

Objective 3

Develop and implement workforce planning measures to sustain a high-quality workforce and optimize staffing alignment and allocation to meet client demand.

Action Item 2.3.1 – Expand areas of expertise to strengthen the capacity to meet client demand and improve the provision of products and services.

Action Item 2.3.2 – Review the Service's staffing structure and study alternatives to great a structure and structure are structured as a structure and structure and structure are structured as a structure and structure and structure are structured as a structure and structure and structure are structured as a structure and structured as a structure and structure are structured as a structure and structured as a structure and structured as a structure are structured as a structure and structured as a structure and structured as a structure are structured as a structure as a structure and structured as a structure and structured as a structure are structured as a structure as a structure and structured as a structure as a structure and structured as a structure as a

Action Item 2.3.2 – Review the Service's staffing structure and study alternatives to ensure optimal research capability, expertise and workload allocation.

Action Item 2.3.3 - Develop a corporate diversity and inclusion strategy to support a culture of opportunity.

Action Item 2.3.4 – Implement assessment tools to facilitate decisions in hiring high-quality individuals.

Objective 4

Work to optimize communication regarding CRS priorities, policies, practices and other relevant matters.

CRS management and staff. Action Item 2.4.1 – Develop a strategy to expand two-way communication and engagement between

interactive engagement between CRS management and staff via mechanisms such as blogs and discussion forums. Action Item 2.4.2 – Update and improve the CRS intranet to make it easier to navigate and enable more

properly informed about workplace expectations. Action Item 2.4.3 - Execute regular review and communication of CRS policies to ensure that all CRS staff are

provide uniform communication to all CRS staff. Action Item 2.4.4 - Work to standardize communication practices within divisions across the Service to

Goal 3

efficiently ensure that CRS successfully fulfills its statutory mission. Creatively and proactively manage resources to effectively and

critical priorities are addressed. redundancies and inefficiencies. It must judiciously allocate its resources to ensure that the most sources. The Service must examine the conduct of its operations and take steps to reduce any of new, costly technology; and the increasing expense of research materials and information creative solutions to recognized challenges, including rising client expectations; the emergence the Service, at least in the short term. CRS is being asked to do more with less and, therefore, to continue to serve the client and fulfill its statutory mission. The course forward will require must be a prudent steward of its resources. The Service must deploy its resources strategically Similar to all federal agencies, current resource limitations present a substantial challenge to



GOAL 3

Objective 1

Identify and implement strategies to further streamline operations and maximize use of resources to increase efficiencies and reduce costs.

providing information, research and services to clients and CRS staff. Action Item 3.1.1 – Formulate and test a new strategy to achieve greater efficiency and coordination in

and thereby optimize operational efficiencies. Action Item 3.1.2 – Conduct an organizational assessment of workflow to identify redundancies across units

avenues for service enhancements within resource allocations. Action Item 3.1.3 - Review and evaluate outsourced activities to identify cost-reducing opportunities and

Objective 2

Establish operational standards for managing research priorities across the research divisions to ensure CRS-wide consistency.

use of analytic resources. Action Item 3.2.1 - Continue to implement and refine a robust prioritization strategy to ensure the effective

meet client expectations while balancing staff workload. Action Item 3.2.2 – Consult with congressional stakeholders on CRS strategies to prioritize research to best

Action Item 3.2.3 – Communicate prioritization strategy to CRS staff to enable consistent and efficient handling of incoming requests at all levels.

Objective 3

Evaluate and implement opportunities to use new and existing technologies and improve operational efficiencies.

Action Item 3.3.1 – Develop and implement a strategy and process to select and prioritize technology investments that will best enhance CRS work processes and client services.

Objective 4

Develop and institute a long-term plan to manage space utilization effectively to provide an optimal working environment.

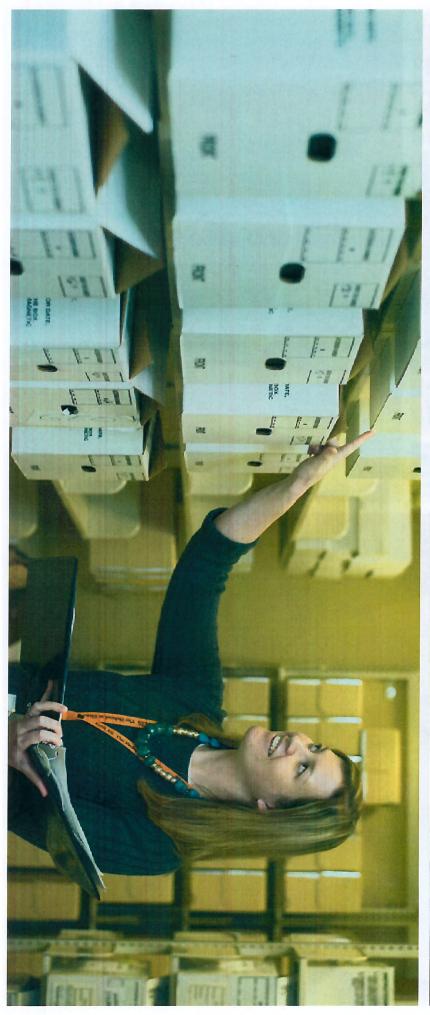
workspaces within the framework of a manageable outlay of resources. Action Item 3.4.1 - Prepare and implement a five-year space-utilization plan that promotes effective

within the divisional and sectional footprint. Action Item 3.4.2 - Develop and implement guidelines and processes to mitigate the amount of office moves

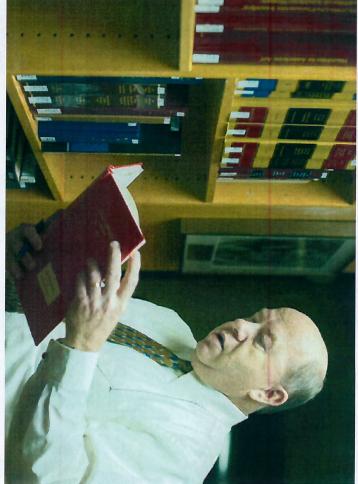


The success of CRS is a testament to the diligence and dedication of its professional staff.

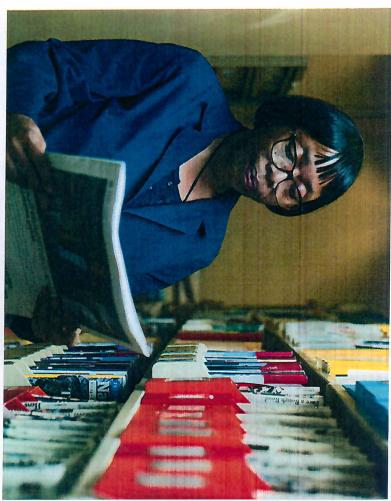
– CRS Director Mary Mazanec

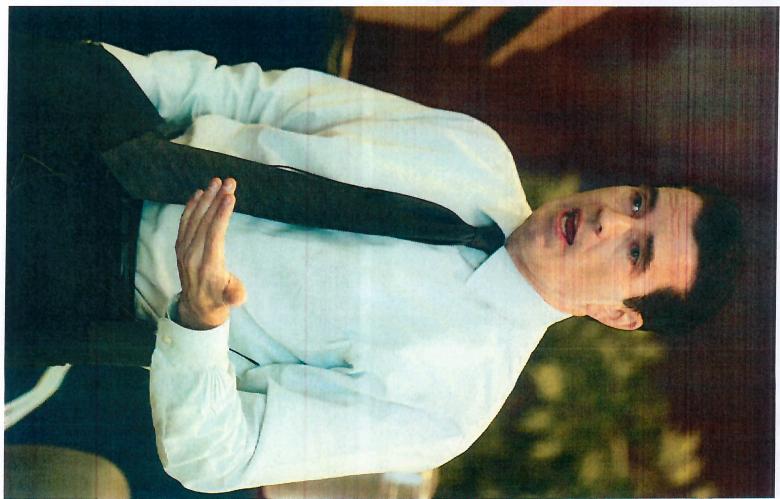












Conclusion & Next Steps

This document sets priorities and charts the course that CRS will take over the next five years. It identifies specific goals, objectives and action items that will inform decision-making and budget requests for the next several years. Some of the action items can be accomplished in the short term, whereas others will require more discussion, investigation, planning and resources and may take significant time to be fully implemented. The document is meant to be a "living" document, which will evolve and grow as changes in client needs and expectations necessitate. Next steps will include development of an operational plan to further refine action items and identify tasks necessary to implement the strategic plan. Throughout, CRS will aggressively seek to attract and retain the objectives and action items set out in this document, additional strategic questions may surface that will require thoughtful consideration.

Appendix A

The Congressional Research Service of the Library of Congress: Legal Evolution and Statutory Mandate

From LRS to CRS

The Congressional Research Service (CRS) is a department within the Library of Congress that provides research and analysis exclusively to the U.S. Congress. Antecedents of CRS can be traced to a 1914 appropriation that provided "For legislative reference: To enable the Librarian of Congress to employ competent persons to prepare such indexes, digests, and compilations of law as may be required for Congress..." This language was broadened in 1915 and repeated in annual funding bills until passage of the Legislative Reorganization Act of 1946, which provided permanent statutory authority.

The 1946 act "authorized and directed" the Librarian of Congress to establish in the Library "a separate department to be known as the Legislative Reference Service." Pursuant to this legislation, it was "the duty of the Legislative Reference Service," in part, to "advise and assist" committees in the "analysis, appraisal, and evaluation of legislative proposals" and to "gather, classify ... [and] analyze ... data related to legislation."

Congress effected a major transformation of the Legislative Reference Service in the Legislative Reorganization Act of 1970, creating the modern-day CRS. The 1970 legislation was based

on the work of the Joint Committee on the Organization of the Congress, which studied the Legislative Reference Service and its relationship to the Library of Congress. The 1970 measure was intended to foster a close relationship between CRS, the Library and Congress.

With regard to Congress, the report of the House Committee on Rules stated that the aim of the expansion of the Service and the resources available to it was to "provide massive aid in policy analysis" to Congress, such that "upon request, CRS will supply committees with experts capable of preparing, or assisting in preparing, objective, nonpartisan, in-depth analyses and appraisals of any subject matter." (Legislative Reorganization Act of 1970, H.R. Rep. No. 1215, 91st Cong., 2nd sess. (1970), p. 18.)

Turning to the relationship between CRS and the Library, the House Committee on Rules declared: "[W]e considered and rejected a complete divorcement of the Service from the Library. In our judgment, the Library serves as a useful mantle for protecting the Service from partisan pressures. Furthermore, the effectiveness of the CRS will be enhanced by its continued instant access to the Library's collections and administrative support services." (Ibid., p. 20.)

Appendix A

The Statutory Mission of CRS

As established in the Legislative Reorganization Act of 1970 (and codified at 2 U.S.C. §166), CRS is charged with "rendering to Congress the most effective and efficient service"; "responding most expeditiously, effectively, and efficiently to the special needs of Congress"; and "discharging its responsibilities to Congress."

This statute further provides that it is the duty of CRS, "without partisan bias," to

- Advise and assist any committee of the Senate or House of Representatives and any joint committee of Congress in the "analysis, appraisal, and evaluation of legislative proposals" within the committee's jurisdiction;
- Advise and assist any such committee in the analysis, appraisal and evaluation of recommendations submitted to Congress by the President or any executive agency;
- Provide other research and analytical services that any such committee considers appropriate for these purposes.

More broadly, this statute further directs CRS, upon request or at its own initiative in anticipation of requests, to

 "[C]ollect, classify, and analyze in the form of studies, reports, compilations, digests, bulletins, indexes,

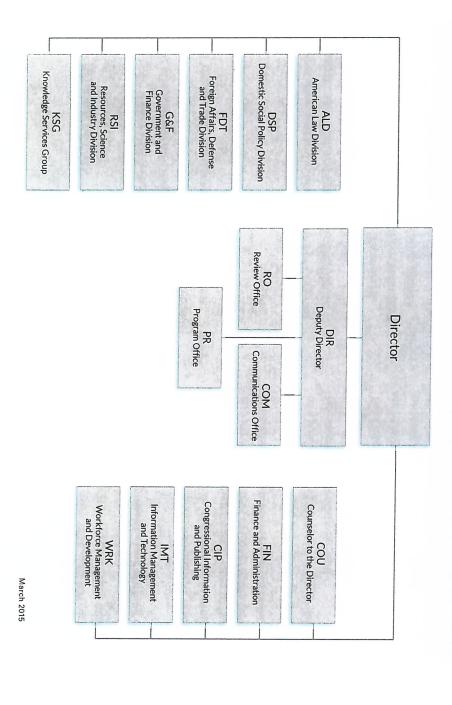
translations, and otherwise, data having a bearing on legislation, and to make such data available and serviceable to committees and Members of the Senate and House of Representatives and joint committees of Congress";

- "[P]repare and provide information, research, and reference materials and services to committees and Members of the Senate and House of Representatives and joint committees of Congress to assist them in their legislative and representative functions;
- "[P]repare summaries and digests of bills and resolutions of a public general nature introduced in the Senate or House of Representatives"; and
- "[U]pon request made by any committee or Member of the Congress, to prepare and transmit to such committee or Member a concise memorandum with respect to one or more legislative measures upon which hearings by any committee of the Congress have been announced, which memorandum shall contain a statement of the purpose and effect of each such measure, a description of other relevant measures of similar purpose or effect previously introduced in the Congress, and a recitation of all action taken theretofore by or within the Congress with respect to each such other measure..."

Appendix B



Organizational Structure



CRS Strategic Plan

Photography

Credits

Jerry Almonte: Pages iii, vi, 2 (Pinckney, Argueta), 7-20

Jeremiah Gertler: Page 3

Carol Highsmith: Pages iv, viii

Shawn Miller: Pages 2 (Redhead), 6 (Brown)

Central Photo Company: Page ii

C-SPAN: Page 6 (Katzman, Arieff, Schwartz and Gravelle)

Shutterstock: Cover image, Pages 1, 5

Captions

Clockwise from top left where applicable:

Page vi: Calvin C. DeSouza, Kristen Finklea, Kimberly E. Crawford, John Pull

Page 2: Kevin C. Pinckney, Carla N. Argueta, C. Stephen Redhead

Page 6: Top left to bottom: Kenneth Katzman, Alexis Arieff, Moshe Schwartz, Jane G. Gravelle. Right: Jared T. Brown

Page 9: Carla E. Humud, Brian T. Yeh

Page 13: Kristy N. Kamarck, Ian E. Rinehart

Page 14: NeeCole L.H. Womack, Michaela D. Platzer, Grant A. Driessen, Richard K. Lattanzio, Dana A. Scherer

Page 19: Rosafelina Anzures, Jerry W. Mansfield, Katie Sebby

Page 20: Joyce M. Green, Christopher M. Davis, Jennifer Manning

